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National Hughes Alliance

Handbook of the  
National Hughes Alliance

New York

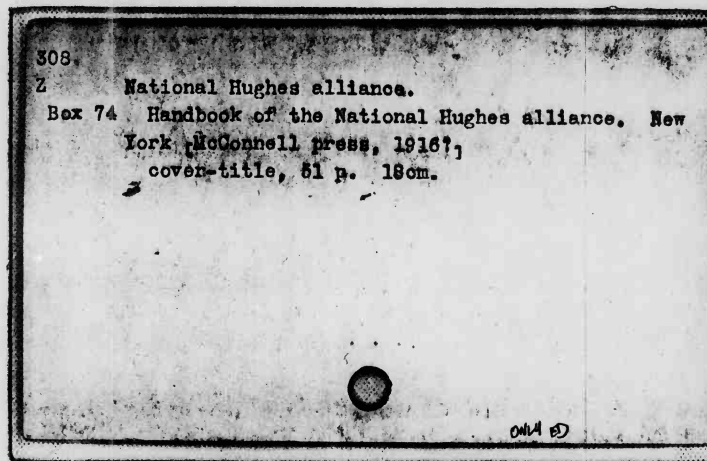
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HANDBOOK  
*of the*  
National  
Hughes Alliance



HEADQUARTERS  
511 FIFTH AVENUE, NEW YORK CITY  
Telephone, Murray Hill 8234

Bridgehampton, N. Y., Aug. 5, '16.

Hon. William Cameron Forbes,  
511 Fifth Avenue, New York City.

Dear Mr. Forbes:

In accepting the presidency of the National Hughes Alliance, you have undertaken what I believe to be one of the most important tasks in this campaign. This is a time of National crisis when we must make our appeal not to men of a single political party, but to men of all parties. The need is to give an opportunity for this appeal to be made effective. The idea of the Hughes Alliance, as I conceive it, is to provide an instrument for vitalizing this need.

The Alliance ought to be a strong agency of co-operation with the regular party organization. It can accomplish things that the regular party organizations cannot accomplish and enlist the support of men who for various reasons prefer to work outside party organizations.

I wish you every success in your undertaking.

Cordially yours,

(Signed) CHARLES E. HUGHES.

6 April, 1920 - C. R. W.

The National Hughes Alliance, a union of citizens of all political parties, with the single object of aiding in the election of Charles E. Hughes to the Presidency, has been formally organized, with the selection of the following officers: President, W. Cameron Forbes, Massachusetts, former Governor-General of the Philippines; vice-president, Philip J. McCook, New York; treasurer, A. W. Shaw, Illinois; assistant treasurer, John H. Iselin, New York; secretary, Arthur F. Cosby, New York; assistant secretary, Wm. J. Norton, Illinois.

### HISTORY OF THE MOVEMENT

The idea of making the National Hughes Alliance an active, co-operative force in the present Presidential campaign is based on the fact that the candidacy of Charles Evans Hughes makes, and always has made, a broad appeal to all Americans, irrespective of their national party affiliations, and especially to the independent sentiment of the country, which is frequently ineffective and cannot, under ordinary circumstances, be readily correlated to the work of the party organizations.

In every political campaign also there is a great deal of duplication of effort and lost energy as the result of a lack of co-ordination between the numerous organizations formed for the purpose of taking part in the campaign, and the failure to exercise a proper degree of control over their activities. It is expected that the Hughes Alliance will be of great value in bringing all these diverse and disconnected elements and organizations into active service, at the same time preventing waste of time and money, eliminating the possibility of their working at cross-purposes with each other, and affording them an opportunity to perform services of the greatest value in complete harmony and co-operation with the regular party organization.

The demand for work outside the regular party organization is more pressing this year than ever

before, the opportunity is greater, and the necessity more obvious. Probably never before have there been so many voters in the country who are going to determine their attitude without consideration of party names and platforms. This great body of voters includes the vast majority of Progressives who, like Colonel Roosevelt, see in the candidacy of Governor Hughes the highest promise of a realization of their ideals of progressive legislation and progressive policies; it also includes thousands of patriotic Democrats who place their country before their party, and are glad of an opportunity to join hands with their fellow-citizens of all parties in terminating a regime that has inspired neither confidence at home nor respect abroad. It was this situation that called so strongly for some such organization as the Hughes Alliance, and which has impressed Mr. Hughes and the party leaders with the conviction of its need and importance.

The name of the Hughes Alliance is derived from that of a similar organization created in 1908 to help bring about the re-election of Governor Hughes in New York state.

It was both natural and logical that the Hughes men of 1908 in New York should be the first to revive the idea of the Alliance as a definite factor in the campaign of 1916. This was done the very day Mr. Hughes arrived in New York. A temporary organization was at once effected, and on July 19th the New York State Branch of the Hughes Alliance was formally launched at a meeting in the Hotel Astor.

At this meeting Philip J. McCook, president of the New York State Alliance, who is also vice-president of the National Alliance, in offering the services of the organization to the chairman of the National and New York State Republican Committee, set forth the purposes of the Alliance in an address which is quoted here in part as a clear expression of the purposes of the Alliance.

He said:

"We have no aim except to aid in the election of Charles E. Hughes as President.

"We have no purpose except to help, in such ways as seem best to you and to us, in electing Mr. Hughes.

"We have no plan except to work with you and others for the election of Mr. Hughes.

"That is our sole test of membership: is a man willing to work for the election of Charles E. Hughes? That will be our sole test of what we do in this campaign—will it help the common cause of electing Charles E. Hughes? We want to do what will help to that end, and shall endeavor to refrain from doing what will, in the long run and according to the common judgment, not help to that end.

"Needless to say to either of you, the Hughes Alliance does not covet for itself any role of independent existence as a political party or as the faction of a political party. We do not offer a substitute for that kind of conscientious and constructive political service which can be most effective when rendered through regular party channels.

"We shall endeavor to aid and strengthen the efforts of every man and every organization working for the election of Mr. Hughes, and no man by joining the Alliance will commit himself to anything except willingness to work for Mr. Hughes this year. The Democrat may come to us without feeling that he has abandoned his party, or its traditions and historic principles. A Progressive may come to us without feeling that he is either leaving his party or joining any other, or that he has impaired that freedom of action and rectitude of political conscience which Progressives believe have been their peculiar heritage. Any Republican may come to us without feeling he has impaired the efficiency of his party organization, or that he has lent himself to any movement which will prove hostile to it."

To this Mr. William R. Willcox, Republican National Chairman, replied:

"The candidacy of Charles E. Hughes for the Presidency makes a broad and stirring appeal to all Americans, regardless of party affiliations, and regardless of race, creed, or occupation or distinction. Many men and women who rarely, if ever, have voted a Republican national ticket will this year vote for Governor Hughes. Democrats and Progressives, as well as Independents, without re-

gard to their present political affiliations, want to work and vote for Mr. Hughes. I would feel myself a poor sort of National Chairman if I did not candidly recognize this fact, and give all encouragement to any sound means of enlisting and getting in motion this independent support of the candidate nominated by the Republican party in this hour of National need."

The demand for organizations similar to that in New York was so general, so immediate and so spontaneous, that even without the impetus given by the National Alliance, numerous organizations and clubs had sprung up by individual initiative in many cities and towns throughout the United States.

The existence of these independent local organizations demonstrated the necessity and indicated the opportunity for a National Alliance organization, for it was realized that without a central organization the advantages of common literature, publicity, enrollment and organized effort would probably be only a fraction of that possible under central control.

The plan of organization of the National Hughes Alliance provides for control by an Executive Committee, appointed by the national president, and a National Committee, composed of one delegate, chosen from each State from candidates suggested by the State organizations. The form of the State organizations is flexible enough to permit of adjustment to meet the peculiar needs and existing conditions in individual States. The working out of the details of plans for State organizations is left to the States themselves. There is, therefore, no strict requirement as to the method to be pursued in the formation of local branches of the Alliance.

It has been thought wise to have the National Alliance approve the constitutions or plan of organization of the State branches so as to assure against any effort which might arise to use the name of the Hughes Alliance as a device to sup-

port some other issue or candidate, local or factional. It is, of course, necessary that all branches of the Alliance should pursue certain definite lines of policy in common. These are indicated to some extent in the quotations from the address of Mr. McCook, printed above. They are partly set forth in the constitution adopted by the New York State Hughes Alliance, which is shown in Form E, appended.

### FUNDAMENTAL PRINCIPLES.

It will be seen that the fundamental policies, formulated early in the summer, with the help of Governor Hughes and his advisors, are the avoidance of partisan and factional complications, such as participation in primary or other contests, the nomination or endorsing of any candidate other than Governor Hughes for office, the adoption of any emblem, the seeking of any column or place on any primary or election ballot, the endorsing of the platforms or principles of any political party. We also avoid the designation of any local branch or auxiliary organization of the Alliance as representing citizens of any particular foreign extraction. We aim to work in entire harmony and co-operation with party committees and other organizations, in behalf of Presidential electors pledged to vote for Charles E. Hughes for the Presidency. We attempt most particularly to enlist the active political efforts of persons not working for the election of Mr. Hughes through party organizations and committees.

### ORGANIZATION.

Apart from such considerations as have already been described, the officers of the National Alliance have, of course, no desire to interfere with the initiative and the local preference as to details of organization in the different States. The steps which we shall describe and the forms which we

append are entirely optional, except so far as they involve fundamental principles. Some or all may, however, be found useful, and if so, the National Alliance will be pleased to see them used. The forms here used are contributed by the Illinois, New York and Pennsylvania branches, which were the first to become active.

#### STEPS IN ORGANIZATION.

1. Selection of active, prominent and capable organizer, preferably not too closely associated with the regular Republican organization, to get under way an Organizing Committee.

2. Selection as an Organizing Committee of a group of prominent citizens interested in the election of Mr. Hughes (or the defeat of Mr. Wilson) to meet and perfect the State organization; conferences with Republican and Progressive State leaders are suggested to assist in this selection.

3. Personal interviews, if possible, with a considerable number of citizens, otherwise letters to them, to interest them and secure their assent to become members of a large General Committee.

4. Organization meeting of the citizens comprising the General Committee; election of officers and an Executive Committee and nomination of one national delegate; preliminary adoption of constitution, subject to approval of National Hughes Alliance.

5. Letter to the secretary of the National Alliance notifying him of the elections and the nomination and submitting the constitution; also asking for recognition.

6. Opening of headquarters.

7. Appointment by president (or chairman) of committees, notably on finance and publicity.

8. Solicitation of funds in co-operation with National Alliance.

9. Organization of local branches.

10. Enrollment of members.

#### SUGGESTIONS COVERING DETAILS AND METHODS.

1. *Leadership*—Different problems arise in different States which must be met accordingly. In a State (to illustrate) where the Republicans and Progressives have largely come together, a Republican might be found to be the best head of the State Alliance, though even here it would be obviously unwise to name a person so closely associated with the Organization that the general public would distrust his independence, or Progressives and Democrats be reluctant to work under his leadership. If a Republican, he should, we think, be a man prominent by reason of social or business, rather than political, activity. In a strongly Republican State, it is unlikely that there would be a large enough body of open-minded Democrats to require selecting one of that party.

In a State where the Progressives are still very strong and unwilling to combine or deal with the Republicans, the problem is even more delicate; if it is possible to find a Progressive or Democrat who has the confidence both of the Republicans and Independents generally, he is, of course, an ideal leader; otherwise a Republican of independent tendencies, acceptable to the Progressives, may be found.

In a State normally Democratic, notably in the South, it is well to find, if possible, a prominent Democrat who is against Wilson. In such a community he can presumably draw more votes after him (outside of those which would naturally fall to the Republican Organization) than anybody else.

Where the ideal independent Democrat appears, he is acceptable in almost any State for the head of the Hughes Alliance, since the Progressives are not suspicious of him, and the Republicans know he could, under no circumstances, later lead a factional fight on the strength of a successful campaign for Hughes.



There are infinite possible variations, of course. In one State (Oregon) the Republican and Progressive State leaders joined in a request that they be permitted to conduct the State campaign for Hughes jointly, under the name of the Alliance, and such course was approved. Probably this will prove an exceptional case.

Whoever the person selected to lead the movement in the State, he should be known to possess ability as an organizer and executive, and capable of getting on well, not only with Independents generally, but with the leaders of the Republican Party, and of the Progressive Party also, where that is active. The chief organizer will often, in the natural course, be later selected for president (or chairman) of the Alliance.

2. *Organizing Committee*—For the sake of convenience and speed, we have found it inadvisable to have this committee consist of more than nine members. It should include some Progressives and some Democrats or Independents, with a large enough number of Republicans acceptable to the Republican Organization to secure co-operation. The Republican and Progressive State chairmen should either be members of this committee or frequently consulted by them. The qualifications of the president (or chairman) have been already discussed. The secretary should be an active man, and if of the right type, he can do much towards collecting supporters for the movement and personally stirring up enthusiasm. There should also be a treasurer, and perhaps also an assistant secretary and an assistant treasurer. The Executive Committee should be a working board of persons who will take the time to attend meetings—say not more than 21. Other States have found it useful to include in the ticket a list of vice-presidents who are men of distinction in the State, giving, by their names and their contributions, rather than by their campaign work, the assistance which the

Alliance will need. There should also be a national delegate to represent the State Alliance in the membership of the National Alliance. The Organization Committee should further draft a proposed constitution. It may be well to submit to the National Alliance, before the organization meeting, the name of the national delegate whom it is expected to nominate and a draft of the proposed constitution. It is advisable to see that present or former Progressives, Independents and Democrats, as well as Republicans of the type already described, should be represented among the officers.

3. *General Committee*—This name is suggested as a temporary title for the citizens who are interested by the Organizing Committee. Personal interviews should be had with them, if possible, and otherwise letters should be written to them (Form A). Here is where the first work of a competent secretary would be so important. Preliminary meetings of the General Committee may be had (Form B). When as many of these citizens as time and other considerations will permit have been enrolled, we are ready for notice of the meeting for permanent organization (Form C).

4. *Organization Meeting*—The following is suggested as a proper order of business for such a meeting:

a. Meeting called to order by one of the most prominent citizens—say one of those indicated for Vice-President.

b. Chairman appoints temporary secretary—say the person indicated for permanent secretary.

c. Organizing committee called on for report.

d. Report read by some member of the organizing committee, to include:

Nominations of officers and executive committee as already described. (In New York the head of the State Alliance was elected as Chairman, but the title was changed to President so as to prevent confusion with the Republican officials.)

The nomination of a prominent member of the movement, not necessarily the permanent head, as

National Delegate, to be later ratified by the National Alliance.

Form of proposed constitution.

e. Motion to adopt the proposed constitution as the preliminary State constitution, seconded, carried.

f. Motion that the Secretary be directed to cast one ballot for the officers and executive committee and for the nomination of the National Delegate mentioned in the report, seconded, carried.

g. President (or chairman) takes the place of temporary chairman as presiding officer and for purposes of publicity makes statement of aims and scope of movement.

h. President (or chairman) appoints committees.

5. Immediately after this meeting the secretary of the National Alliance should be informed of the action taken, including the list of officers and Executive Committee, in the form of an application for recognition (Form D), and should also be informed of the nomination of a national delegate and of the adoption of the constitution which should be submitted for approval (Form E).

6. Headquarters should be opened as soon as convenient, stationery, etc., printed and information given out, so that publicity will be promptly obtained, and every sign of activity will be immediately given (Form F).

7. Money and publicity are the two earliest needs. The president or chairman should therefore exercise care to select the members of appropriate committees at an early date. The chairman of the Finance Committee will naturally be a banker or business man, and the chairman of the Publicity Committee, a newspaper or advertising man.

Our branches have not so far, except through the women, found it very profitable to plan an extended speaking campaign. The Republican speakers' bureaus are experienced in this regard, and duplication of effort is to be avoided. The National Alliance realizes, however, that

here also the needs will differ in different States, and as enrollments grow, new activities will arise from time to time and require separate committees. For example, one State has a committee on first voters.

8. Funds should be solicited in co-operation with the National Alliance, and, so far as possible, without conflicting with the Republican organization (Forms G, H and I).

As between the National Alliance and the State branches, the policy will vary, according to the local situation, but whatever is planned should be carried out after an understanding with the National Alliance, so that there may be no conflict. Our general policy is to have the State branches finance themselves, but furnish us with a list of names likely to contribute to the National Alliance, if properly solicited. If, however, the officers of the State branches and of the National Alliance agree, there may be a division of the receipts upon some pooling basis.

As between the National and State Alliances and the Women's Committee, the general understanding is as follows:

Money collected either from women or from men, whose object is particularly designated by the donor, should go accordingly.

Except as above, money collected from men should go to the National Hughes Alliance or to the State Hughes Alliance, as the case may be; money collected from women should go to the Women's Committee.

It will occasionally be found that Republicans desiring to contribute to the Hughes Alliance are doubtful whether they can do more good in this way, or by giving direct to the Republican treasurer, national or State. Such persons should, of course, decide this question for themselves. They may, however, be assured that there is and will be no conflict in this matter between the Republican treasurer and ours.

9. Branches should be formed in every county or city or other community, according to local conditions or preferences. Sometimes this can be done by correspondence, but ordinarily an officer or field organizer should be sent out. Occasionally the members of local Republican organizations will be found to believe that in their particular locality the Alliance is unnecessary, but demonstration of results obtained in similarly situated localities will usually convince them.

10. Enrollment is the best known method of securing names of recruits and committing them to the cause. From the members of the Alliance will come the workers and contributors. Hence, no time should be lost in placing application blanks in the hands of voters (Form K).

It will be seen by the appended sample of advertisement (Form O) that the National Hughes Alliance, as an incidental part of its campaign, is seeking to enroll persons from different States through interstate advertising. The coupons of these advertisements, when filled in and sent to us, are forwarded in duplicate to the Hughes Alliance headquarters in the State where the enrolled member resides, if the organization in such State is complete.

Circularization is the simplest way of obtaining enrollment (Forms L and M). It is, however, expensive, and, early in the campaign, when names are most needed, is often slow and unsatisfactory. Nothing can take the place of individual effort in canvassing for members.

#### **BUDGET AND ACCOUNTING.**

For financial suggestions, see 8, above.

It is wise, from the business standpoint as well as for purposes of accounting under Federal and State laws, to have a careful financial system worked out from the beginning.

A budget to carry the branch through the election of November 7 should first be adopted. This

budget should be prorated by weeks or months and not exceeded without special action of the Executive Committee, increasing it for specified reasons and purposes. A complete record should be kept of donors and amounts contributed, and every disbursement amounting to more than \$5 should be carefully recorded and itemized.

#### **PUBLICITY.**

The necessity for a Committee on Publicity has been pointed out in 7, above.

There should be at each State headquarters some person or persons charged with the particular duty of passing on questions of publicity, giving out news of the work of the Alliance to the newspapers, and preparing advertisements. Forms of advertisements already in use are appended (N and O).

Any money received as a result of the Hughes Alliance advertising and identified as such will be used primarily to pay for the cost of the advertisements.

#### **BUTTONS.**

The New York Alliance is already distributing plain bronze buttons (see cut), of which every State organization now has samples, with information as to how they can be obtained. Without wishing to interfere with the preference of local branches, we think the button to which we refer is appropriate and satisfactory.

#### **WOMEN'S COMMITTEE.**

The work of the women in this campaign is in general charge of the Women's Committee of the National Hughes Alliance. The Hughes Alliance includes in its membership women as well as men. In many of the State branches, women serve with men as officers and members of the Executive Committee.

The method of organizing differs in the differ-

ent States. In the suffrage States, women organize their committees jointly with the men, or as separate committees, if they wish to. The plan of organization is as follows:

A group of women hold a meeting. Organize.  
Make application to the Women's Committee for a charter (not less than twenty-five signatures).  
Headquarters Women's Committee, 511 5th Ave., New York.

In suffrage States, considerable latitude is allowed women to meet the varying conditions. In some States they organize as part of the men's committees, with the same headquarters and secretaries, while in other States they prefer to be separate organizations.

In the non-suffrage States, the policy has been to organize women's committees of the Hughes Alliance, only after the men have held an initial meeting, as we have believed that women's organizations should not precede those of men in the different localities.

Upon notification from the National Hughes Alliance that a men's branch has been formed, the Women's Committee communicates with the chairman, and with representative women, asking for the formation of a women's committee. In all non-suffrage States the plan of organization followed is the one outlined by the men's committee.

The National Women's Committee has been following the plan of appointing in each State a chairman, who is responsible for the organization of local branches throughout the State. This chairman is furnished with the services of an organizer, wherever possible, and with literature, suggestions for work, and methods of organizing, and all other possible information from headquarters.

As to the financial relation between the Women's Committee and the National Alliance and its State branches, see suggestions under 8, above.

## DEMOCRATIC COMMITTEES.

From the first, it has become evident that an unprecedented number of Democrats, strongly opposed for reasons involving only motives of the sincerest patriotism to the re-election of Mr. Wilson, intend to vote for Mr. Hughes. The point of view of these citizens is indicated by the following statement made for us by one of the vice-presidents of the New York State Alliance, Major George Haven Putnam:

"Judge Hughes has carried out with exceptional efficiency and assured integrity of purpose and of action and distinctive success all of the responsibilities that have been placed upon him. He has had experience in executive work, and he has given evidence of possessing not only a trained mind, but a judicial temperament.

"In every election the voter has the opportunity not of securing altogether what he wants, but of securing more nearly what he wants from the one candidate than from the other. In my own case I fell into the habit of voting for McKinley whenever the Democrats nominated Bryan, because the evils of the protective system seemed to me to be much smaller than those of a policy of the payment of debts, individual and national, at the rate of 50 cents on the dollar, or less.

"As some offset to its support of the protective system the Republican party has the credit of having placed in its Cabinets strong and capable men with whom its Presidents have worked in co-operation and who have together secured for the Administration a dignified and forcible policy. The voters have the right to feel assured that in the case of the election of Judge Hughes he will carry on the business of his Administration in co-operation with associates in his Cabinet of the calibre and ability of Root, Stimson and Roosevelt.

"In this matter of the fulfillment of our national obligations we know that President Wilson and his Cabinet have been weak, vacillating and unsuccessful. We have a right to hope for better things from Judge Hughes and from the class of advisers whom Judge Hughes will select.

"It is my decision, therefore, as an independent who holds that the essential issue in this election is the defense of the Republic, and the fulfillment

of our national obligations, to give my support to the candidate of the Republican party."

Men who feel this way are often reluctant to abandon their own party or its local candidates, or to work with or contribute to the Republican Party. Many of them are anxious not only to join the Hughes Alliance, but through that particular channel, and under the name of Democrats, to carry on our work among Democrats all over the country. The demand has been particularly strong from certain parts of the South.

A Democratic Committee of the New York Hughes Alliance has been formed at our headquarters, 511 Fifth Avenue. When the activities of this committee are more completely developed, further information will be given. Meanwhile, State branches may find it profitable to form Democratic Committees which will later find it advisable to co-operate with similar committees in other States, all of course under the general supervision of the National Alliance.

#### **AFFILIATED ORGANIZATIONS.**

As already indicated (see paragraph 9, above, and Forms J, a and b), the branches of the State Alliance may be local, representing a county, town or city. Affiliated branches may also be formed, consisting of any social, trade or educational club or organization, such as School, College, or University Alumni Associations.

#### **PROGRESS OF ORGANIZATION.**

At the time this handbook goes to press, September 1, 1916, branches of the Hughes Alliance have been organized, or are in the process of organization in the following States:

Connecticut, Illinois, Indiana, Kentucky, Maryland, Massachusetts, New Jersey, New Mexico, New York, Oregon, Pennsylvania, Texas, Utah, Virginia, and Wyoming. Of these, the branches in Illinois, Maryland, Massachusetts, Michigan,

New York, Oregon and Pennsylvania are in full swing, with their campaigns well under way.

This does not include the Women's Committee, which has branches or representatives in every State in the Union.

#### **REPORTS OF BRANCHES.**

The State Alliances will, no doubt, hear regularly from their local branches. We shall expect to have a report from every State organization at least once a week, showing the progress to date. What we particularly need is information about the formation of local and affiliated branches, and their enrollments. It is highly important for us to receive such facts and figures frequently, not only for our guidance, but also for publicity purposes. We want the Associated Press and the New York papers, as well as your own, to know what *you* are doing. We hope you will supply the facts and figures indicated in Form P, appended, and whatever else you see fit to give. Forms J (b), (c) and (d) show Illinois weekly reports.

#### **SCHEDULE OF FORMS.**

- A. Invitation to attend preliminary meeting of General Committee.
- B. Report of preliminary meeting.
- C. Notification to General Committee of meeting for permanent organization.
- D (a and b). Letter of notification and reply.
- E. Constitution.
- F. Report of meeting for permanent organization.
- G. Financial appeal to General Committee.
- H. Financial appeal to Financial Committee.
- I. Financial appeal to vice-presidents.
- J (a and b). Notices for local organizations.
- K. Application blank.
- L. Enrollment appeal No. 1.
- M. Enrollment appeal No. 2.
- N. State advertisements.
- O. National advertisements.
- P. Report of State branch.

FORM A

June 24, 1916.

Dear Mr. \_\_\_\_\_,

From many parts of the State has come the suggestion that the HUGHES ALLIANCE should be brought into action as a definite factor in the present National campaign. Under the standard of the HUGHES ALLIANCE in 1908, many men and women did effective work in behalf of the re-election of Governor Hughes, supplementing and extending the work of the regular party organizations to that end.

The candidacy of Mr. Hughes for the Presidency makes a broad and stirring appeal to all Americans, irrespective of their National party affiliations. In 1908, the HUGHES ALLIANCE was a powerful factor in enlisting for Governor Hughes this independent-minded support and making it politically effective. May not a common belief in the importance of Mr. Hughes' election to the Presidency make the HUGHES ALLIANCE again a rallying point for the same kind of political service?

We want your judgment as to the advisability of perfecting such an organization at this time, under the leadership of staunch friends of Mr. Hughes and with his sanction. Will you serve on a preliminary Committee to consider the matter and get a 1916 organization under way on such a basis as the Committee may determine? A list of the persons asked to serve on this Committee is enclosed; many have already expressed a desire to join in such an organization. Darwin R. James, Jr., has consented to act as temporary chairman.

This preliminary Committee will meet at the Hotel Astor, New York City, at 8:15 P. M. sharp on Tuesday, June 27th. Please arrange to attend if you possibly can; if you cannot, please write or wire your views, and authorize the temporary secretary to present them to the Committee. Up-state members are especially urged to come, as their counsel is greatly needed.

Cordially yours,

Temporary Secretary.

FORM B

HUGHES ALLIANCE

*Report of First Meeting of Hughes Alliance, Held at Hotel Astor, Tuesday, June 27, 1916.*

At a meeting held at the Hotel Astor Tuesday evening, June 27th, it was decided that the Hughes Alliance should be brought into action as a definite factor in the present National campaign. A temporary organization

was perfected, headed by Darwin R. James, Jr., as temporary chairman, and Harold G. Aron as temporary secretary. Temporary headquarters were established at the Hotel Astor, and arrangements were outlined for a meeting of the General Committee of the Alliance to complete the permanent organization on July 10th, definite announcement of which will be made later.

The State organization of the Hughes Alliance will be a part of the National organization bearing the same name. The Alliance will be non-partisan in character and will work independently, although in entire harmony and co-operation with the activities of the Republican party committees in behalf of Governor Hughes.

Especial interest attaches to the authorized announcement as to the formation of auxiliary and local branches of the Hughes Alliance, that no "auxiliary or local organization will be known or designated as representing citizens of any particular foreign extraction," "Straight American," "Undiluted and 100 per cent." will be the basis of organization of the Hughes Alliance.

The sentiment of the meeting was unanimous that no trace of factional or partisan division should be permitted to enter the Alliance, as a State organization or in any locality. The personnel of the alliance and its officers will everywhere be kept such as to ensure the closest co-operation with the party organizations. Although in most instances, leaders of the Alliance will be men who are also working for the same ends in and through party organizations, it is felt that the supplementary activities of the Alliance, along lines calculated especially to appeal to independent voters, will bring valuable aid to the National ticket. Those responsible for the conduct of the campaign through the party channels have been kept informed of the plans for the supplementary activities of the Alliance, and this close co-operation in the common cause will be preserved.

The following statement was given out to-day:

"At the close of Mr. Hughes' first term as Governor of the State of New York, a state-wide organization, known as the Hughes Alliance, was the instrumentality through which many men did practical and effectual work for his re-election, and did it without distinctions or differences based on their accustomed political affiliations. Under the leadership of staunch friends of Governor Hughes and in full co-operation with party and other organizations working to the same end, the Hughes Alliance enlisted and made effective the concrete political efforts of men and women who gladly accepted this kind of an opportunity to do something to

continue the Hughes standard of public administration in State affairs. The work of the Alliance was a striking demonstration of the way in which at a time of crisis ordinary party differences may be subordinated and the independent sentiment of the State made politically effective.

"Governor Hughes's candidate for the Presidency in 1916 makes a broad and stirring appeal to all Americans, irrespective of National party affiliations, and a broad appeal likewise to the independent sentiment of American communities, which too often is not definitely correlated to the work of party organizations. Governor Hughes had hardly arrived in New York, following his nomination at Chicago and his immediate resignation from the bench, before suggestions began to come in from all parts of the State that the Hughes Alliance of 1908 should be reorganized, to render the same kind of service to the Republican nominee in 1916 as when he was the candidate for the Governorship, and from various parts of the country came the suggestion that the Hughes Alliance be also organized on a National scale. Within a few weeks, organization branches will have been formed in every State, with the earnest approval of Mr. Hughes and the party managers. A central committee will be in charge of the campaign activities of the Alliance, and the local branches and other clubs formed to work in conjunction with the Republican campaign will be affiliated and directed through the Alliance. No auxiliary or local organization will be known or designated as representing citizens of any particular foreign extraction.

"The timeliness of such a nation-wide organization is especially recognized by the advisers of Governor Hughes, in view of the disposition of many Democrats to oppose Mr. Wilson's re-election and in view of the conditions resulting from the Republican division of four years ago. Through the Alliance many Democrats and Progressives, as well as Republicans, will work for Governor Hughes's election, and not merely vote for him; and they will find in the Alliance a congenial rallying point for their political activities this year.

"Darwin R. James, Jr., of Brooklyn, who was prominent in the Hughes Alliance in 1908, has acted temporarily as Chairman, pending the completion of the 1916 organization. Walter T. Arndt has acted as temporary secretary, and many of the men who were closest to Governor Hughes in 1908, in and outside the Republican organization, have entered the movement with enthusiasm."

(Here follows list of names.)

FORM C

June 30th, 1916.

Dear Sir:—

At a meeting of the General Committee of the Hughes Alliance Tuesday night, it was decided to convene again on July 10th for the purpose of effecting a permanent state-wide organization. It will be of help to us in sending out notices to this meeting, if you, as a member of the General Committee, will be good enough to send a list of as many persons as you may know and wish to suggest as members of the conference. We will appreciate it if this information can be in our hands promptly.

The temporary officers of the Alliance are Darwin R. James, Jr., President; Ernest Cawcroft, Treasurer, and the undersigned.

Very truly yours,

Temporary Secretary.

FORM D (a)

*The Hughes Alliance in the State of New York*

August 23, 1916.

Hon. W. Cameron Forbes, Pres.,  
National Hughes Alliance,  
New York City.

Dear Sir:

The Hughes Alliance in the State of New York has been organized and I herewith enclose a list of officers and members of the Executive Committee, elected at the Organization Meeting.

I hereby further enclose a copy of the preliminary Constitution adopted at such Meeting and ask for its approval.

I hereby inform you that Mr. James Byrne was nominated as National Delegate, and ask that this nomination be ratified.

I hereby apply for recognition of the Hughes Alliance in the State of New York, as the official representative and branch in and for the State of New York of the National Hughes Alliance.

Yours very truly,

P. J. McCOOK,

President.

**FORM D (b)**  
*National Hughes Alliance*

August 23, 1916.

Philip J. McCook, Esq., Pres.,  
Hughes Alliance of New York,  
New York City.

My dear Sir:

I have received your favor of the 23d instant, announcing the organization of the Hughes Alliance in the State of New York and submitting list of officers.

It gives me great pleasure to officially recognize the Hughes Alliance in the State of New York, as the authorized representative of the National Hughes Alliance, in and for that State. The Constitution has already been previously approved and I beg to inform you that at the meeting of the Hughes Alliance your nominee, Mr. James Byrne, was elected to represent your State.

Very sincerely yours,

W. CAMERON FORBES, President.

**FORM E (a)**

**HUGHES ALLIANCE**

*Extracts from Proposed Constitution and By-Laws of the  
Hughes Alliance in the State of New York*

**ARTICLE I.—Name**

This organization shall be known as **THE HUGHES ALLIANCE** in the State of New York.

**ARTICLE II.—Purposes**

Its purpose is declared to be to aid in the election of Charles E. Hughes to the Presidency of the United States.

**ARTICLE III.—Membership**

Any voter in the State of New York may become a member, upon the approval of his signed enrollment blank by the Executive Committee hereinafter created. Women may become members of the Women's Auxiliary in such manner as that auxiliary may determine. Support of Charles E. Hughes shall be the sole requirement for membership.

**ARTICLE IV.—Dues and Contributions**

There shall be no dues or membership fees required for enrollment in the Alliance or any branch or auxiliary thereof, but all members are invited to contribute to its expenses, by remittance of any desired amount to the Treasurer or Finance Committee.

**ARTICLE V.—Powers and Methods**

Subject to the provisions herein contained, the Alliance shall have power, through its proper officers and committees, to take whatever political action may be deemed most suitable to promote the single purpose for which this organization is formed.

In personnel of officers and committees, as well as in its authorized statements and campaign activities, the Alliance and each branch and auxiliary thereof shall be and be kept non-partisan and non-factional in character; shall take part in no primary or factional contest; shall make no nominations or endorse any candidate for any office; shall adopt no emblem and seek no column or place on any primary or election ballot; shall refrain from endorsing the platforms or principles of any particular political party. The Alliance shall, however, seek to work in entire harmony and co-operation with party committees and with other organizations, in behalf of presidential electors pledged to vote for Charles E. Hughes for the Presidency. The Alliance shall especially endeavor to enlist the active political efforts of persons not working for the election of Mr. Hughes through party organizations and committees.

Articles VI., VII., VIII. and IX. deal with details of organization.

**ARTICLE X.—Local and Auxiliary Branches**

The Executive Committee may authorize the formation of auxiliary, local, trade, or other branch organizations of the Alliance, in such localities and on such basis or organization and membership as the Executive Committee may from time to time determine. The form of constitution and by-laws of any such local, branch or auxiliary organization shall be subject to the approval of the Executive Committee and the Executive Committee may at any time revoke the authorization and charter of any such branch.

No local, branch or auxiliary organization of the Alliance shall be known or designated as representing citizens of any particular foreign extraction.

**FORM E (b)**

(Extracts from proposed Constitution and By-Laws  
of the Hughes Alliance in the State of Pennsylvania.)

Articles I., II., III., IV., V. and X., substantially the same as in Form E (a).

**ARTICLE VI.—General Committees**

The persons enrolled as members of the General Committee on and up to the date of the organization meet-



ing on Wednesday, August 2d, 1916, together with such persons as may be from time to time added by the Executive Committee, shall be deemed to constitute the General or Campaign Committee of the Alliance in the State of Pennsylvania.

#### ARTICLE VII.—Officers

The officers of the Hughes Alliance shall consist of a chairman, as many vice-chairmen as the General Committee, or the Executive Committee may determine, and elect a Treasurer, Assistant Treasurer, and Secretary.

The functions of these officers shall be those usually pertaining to their respective offices. Moneys of the Alliance may be paid out by checks signed by the Treasurer or Assistant Treasurer, and countersigned by the Chairman, or other duly authorized official.

#### ARTICLE VIII.—Executive Committees

The Executive Committee shall be appointed by the Chairman from the membership of the General Committee, with due regard to geographical representation and ability to attend meetings at the headquarters of the Alliance. The Executive Committee shall consist of 15 members, of which two may be representatives of the Women's Auxiliary. The Chairman, Secretary, Treasurer and Assistant Treasurer shall be ex-officio members.

Except at such times as the General Committee is in session, and except as to matters concerning which the General Committee has otherwise directed, the Executive Committee shall have power to act finally for the General Committee and the Alliance, as to any matters within the scope of the purposes, powers and methods hereinbefore set out.

The Executive Committee shall have power to create special committees, appoint thereon members of the Alliance, designate assistants, provide for compensation for such assistants and the Secretary, and select representatives of the Alliance in any committees of a national organization of the Hughes Alliance.

Meetings of the Executive Committee shall be held at least semi-monthly, at a time and place fixed by the Chairman, on notice to all members of the Committee. Special meetings may be similarly called. Seven members shall constitute a quorum.

The Executive Committee may authorize the Chairman to appoint a Finance Committee to act in behalf of the Alliance, with special view to soliciting funds from those desirous of aiding in the election of Charles E. Hughes, but unaccustomed to making contributions to party committees.

#### ARTICLE IX.—Meetings of General Committees

A meeting of the General Committee, or of the Alliance may be called at any time by the Chairman, or by the Executive Committee or on the written request of one-fourth of the members. Two days' notice in writing shall be given for any such meeting.

#### ARTICLE XI.—Amendment

These articles may be amended by a unanimous vote of the General Committee, or by a two-thirds vote of the Executive Committee at any meeting at which ten members are present. They may be amended by a majority vote of the members of the Alliance at any regular or special meeting called for that purpose.

(The officers of the Pennsylvania Alliance are: Powell Evans, Chairman, and representative to National Alliance; J. Benjamin Dimmick, H. D. W. English, Bayard Henry, Alba B. Johnson, William Draper Lewis, Vice-Chairmen; George D. Porter, Secretary; Edward B. Smith, Treasurer.

This branch also has strong representative General Committee from all over the State.)

#### FORM F

#### HUGHES ALLIANCE

IN THE STATE OF NEW YORK

#### *Report of Meeting for Permanent Organization Held at New York City, July 19, 1916*

The Hughes Alliance was organized at a meeting held in New York City on June 19th, at the Hotel Astor.

The purposes of the Alliance were stated in the address of the newly elected President, Mr. Philip J. McCook, as follows:

"We have no aim except in the election of Charles E. Hughes as President.

"We have no purpose except to help, in such ways as seems best to you and to us, in electing Mr. Hughes.

"We have no plan except to work with you and others for the election of Mr. Hughes.

"That is out sole test of membership—is a man willing to work for the election of Charles E. Hughes? That will be our sole test of what we do in this campaign—will it help the common cause of electing Charles E. Hughes? We want to do what will help to that end, and shall endeavor to refrain from doing what will, in the long run and according to the common judgment, not help to that end.

"Needless (we hope) to say to either of you, the Hughes Alliance does not covet for itself any role of independent existence, as a political party or as the faction of a political party. We do not offer a substitute for that kind of conscientious and constructive political service which can be most effective when rendered through regular party channels.

"We shall endeavor to aid and strengthen the efforts of every man and every organization working for the election of Mr. Hughes, and no man by joining the Alliance will commit himself to anything except willingness to work for Mr. Hughes this year. The Democrat may come to us without feeling that he has abandoned his party, or its traditions and historic principles. A Progressive may come to us without feeling that he is either leaving his party or joining any other, or that he has impaired that freedom of action and rectitude of political conscience which Progressives believe have been their peculiar heritage. Any Republican may come to us without feeling he has impaired the efficiency of his party organization, or that he has lent himself to any movement which will prove hostile to it.

"In standing first and always for Hughes, the Alliance believes that it also stands for a principle which gives his candidacy an appeal higher and broader than the appeal of party, otherwise there would be no reason for our existence. The Hughes Alliance as such takes no issue with the Democratic party as such. It takes a decided issue with the present candidate of that party—with a regime of weakness, of vacillation, of incompetence, which has shamed the Americanism of Democrats and Republicans alike. We oppose an administration which has never faced an issue. We favor instead a man who has never refused to face an issue.

"What we chiefly want at present is to enlist the activity and support of men who prefer to work or contribute to the campaign through such an agency rather than through the regular Republican organization channels, and thus to supplement your efforts by attracting the help of that great body of independent voters who may prove the decisive factor in this campaign."

A letter was received from Hon. William R. Willcox, Republican National Chairman, which reads as follows:

"I welcome the Hughes Alliance to the support of the Republican Presidential candidate.

"I have read with interest the statement of your aims, purposes and plans, and I am sure that no Republican can find in them anything at war with the finest efficiency and highest solidarity of that Republican organization which is already under way for valiant services in this campaign. It is my feeling and understanding that the work of the Alliance will be in aid and supplementary to that of the Republican organization.

"The candidacy of Charles E. Hughes for the Presidency makes a broad and stirring appeal to all Americans, regardless of party affiliation, and regardless of race, creed, or occupation or distinction. Many men and women who rarely, if ever, have voted a Republican national ticket will this year vote for Governor Hughes. Democrats and Progressives, as well as Independents, without regard to their present political affiliations, want to work and vote for Mr. Hughes. I would feel myself a poor sort of National Chairman if I did not candidly recognize this fact, and give all encouragement to any sound means of enlisting and getting in motion this independent support of the candidate nominated by the Republican party in this hour of National Need."

Mr. Frederick C. Tanner, the Republican State Chairman, responded to Mr. McCook's address in part as follows:

"As Chairman of the Republican State Committee, I extend to you, men of all creeds and parties, the warmest co-operation in the election of Governor Hughes.

"The need of the country is such that party lines will be lost sight of by thousands of men in the common endeavor to rescue this country in a time of peril from the weakness and inefficiency of the Wilson administration. That is why the Hughes Alliance was formed to afford a congenial rallying point for Democrats, Independents and Progressives whose patriotism is stronger than party ties.

"I understand that your constitution provides that the 'Alliance shall take part in no primary or factional contest, shall adopt no emblem and seek no place on the ballot'; but shall give its undiluted strength in a single effort to elect Charles E. Hughes to the Presidency. Your organization is not in antagonism to the Republican organization, but is supplemental to it. Your purpose, so far as it goes, is the same as our purpose. We are all to

gether in the one fight to elect ex-Governor Hughes. Your constitution and by-laws provide that the Alliance 'seeks to work in entire harmony and co-operation with party committees in behalf of Charles E. Hughes.' Under those circumstances, Chairman Willcox and myself could not but welcome your support.

"I am sure that harmony between us will be easily attained so long as you continue the policy you have laid down, and entrust the affairs of your Alliance to committees and officers such as you have to-night selected. Most of them I know personally, and I have confidence in their earnestness and good judgment. I wish you good luck in the common cause."

The following statement of Mr. George Haven Putnam, one of the vice-presidents, is of particular interest to the members of the Alliance:

"Judge Hughes has carried out with exceptional efficiency and assured integrity of purpose and of action and distinctive success all of the responsibilities that have been placed upon him. He has had experience in executive work, and he has given evidence of possessing not only a trained mind, but a judicial temperament.

"In every election the voter has the opportunity not of securing altogether what he wants, but of securing more nearly what he wants from the one candidate than from the other. In my own case I fell into the habit of voting for McKinley whenever the Democrats nominated Bryan because the evils of the protective system seemed to me to be much smaller than those of a policy of the payment of debts, individual and national, at the rate of 50 cents on the dollar or less.

"As some offset to its support of the protective system the Republican party has the credit of having placed in its Cabinets strong and capable men with whom its Presidents have worked in co-operation and who have together secured for the Administration a dignified and forcible policy. The voters have the right to feel assured that in the case of the election of Judge Hughes he will carry on the business of his Administration in co-operation with associates in his Cabinet of the calibre and ability of Root, Stimson and Roosevelt.

"In this matter of the fulfillment of our national obligations we know that President Wilson and his Cabinet have been weak, vacillating and unsuccessful.

ful. We have a right to hope for better things from Judge Hughes and from the class of advisers whom Judge Hughes will select.

"It is my decision, therefore, as an independent who holds that the essential issue in this election is the defense of the Republic, and the fulfillment of our national obligations, to give my support to the candidate of the Republican party."

Hon. William L. Ransom reported the proposed Constitution, which was unanimously adopted and which reads in part as follows: (Here follows proposed constitution, already reproduced above.)

Hon. Cabot Ward reported the following nominations for whom the Secretary was authorized to cast one ballot:

Philip J. McCook, President; Ernest Cawcroft, Treasurer; J. Adams Brown, Assistant Treasurer; Harold G. Aron, Secretary.

Vice-Presidents—Joseph T. Alling, Elmer B. Bryan, James Byrne, Wm. Hamlin Childs, Stephen C. Clark, Alphonso T. Clearwater, Addison B. Colvin, Robert Grier Cooke, J. L. Cunningham, Charles M. Dow, Joseph Dudley, George E. Dunham, Chauncey J. Hamlin, Frederick R. Hazard, Robert W. Higbie, David Jayne Hill, Elon H. Hooker, Virgil K. Kellogg, Samuel McC. Lindsey, Nathan L. Miller, Adelbert Moot, John Lord O'Brien, Willis L. Ogden, E. H. Outerbridge, Dr. John Parmenter, Frederick F. Peabody, Nathaniel Phillips, George Haven Putnam, Harold J. Richardson, Dr. Charles A. Richmond, Albert L. Rohrer, William Cary Sanger, Wm. Jay Schieffelin, Jacob Gould Schurman, Henry H. Stebbens, Henry L. Stimson, Oscar S. Straus, William J. Tully, Leonard Wallstein, George W. Wickersham, Ansley Wilcox, Henry A. Wise, Walter C. Witherbee. The following additional Vice-Presidents have since been appointed: Miss Maud Wetmore and Mrs. Travis H. Whitney.

The Chairman announced the appointment of the Executive Committee as follows:

Philip J. McCook, Ernest Cawcroft, J. Adams Brown, Harold G. Aron, ex officio; Paul Shipman Andrews, Walter T. Arndt, Albert S. Bard, George H. Bell, John B. Burnham, Arthur F. Cosby, Alfred C. Coxe, Jr., Miss Katherine B. Davis, Winfred T. Denison, Louis W. Fehr, Beveridge C. Dunlop, Stanley Isaacs, Jacob J. Lesser, Langdon P. Marvin, Wm. Stanley Miller, Robert S. Pelletreau, Robert R. Reed, Charles B. Sears, Cabot Ward, Mrs. George W.

Wickersham. (Bernard S. Van Rensselaer since added.)

Mr. Adolph Lewisohn was appointed chairman of the Finance Committee and Mr. Walter T. Arndt chairman of the Publicity Committee.

A discussion as to the work and purposes of the Alliance then took place.

The Executive Committee met at the end of the meeting and the work of the Alliance was formally inaugurated with a General Committee of 550 members representing various sections of the State.

Enrollment cards should be mailed to—

HUGHES ALLIANCE  
Temporary Headquarters  
HOTEL ASTOR, NEW YORK CITY

Checks should be drawn to the order of the Treasurer or Assistant Treasurer.

#### FORM G

*The Hughes Alliance in the State of New York*

LETTER TO MEMBERS OF GENERAL COMMITTEE

August 9, 1916.

At a meeting of the Finance Committee of the *Hughes Alliance in the State of New York*, on Friday last, it was tentatively decided that the work of the Alliance in the State of New York would require the raising of two funds of twenty-five thousand dollars each, one to be devoted to the general expenses of organization in the various counties of this State, and the other to be known as a publicity fund and to be used in an advertising campaign to reach those voters who have not yet definitely aligned themselves in the support of either candidate. The importance of this work can hardly be overestimated and it is necessary that these plans should go forward at once. Pending the formulation of our financial plans, we are taking the liberty of writing to you and certain other members of the General Committee to say that if it is your purpose to contribute to the work of the Alliance, it will be of particular service if you will do so now.

A contribution to the General Fund of twenty-five hundred dollars from a member of the Finance Committee was reported, and an advance of the same amount to the Publicity Fund by a member of the General Committee.

In the work of the kind we expect to do, a major part of the expenses will come at the very beginning

of the campaign, and we trust that we shall have your help now when it is especially needed.

Yours very truly,

Chairman.

#### FORM H

*The Hughes Alliance in the State of New York*

LETTER TO MEMBERS OF FINANCE COMMITTEE

August 9, 1916.

At a meeting of the Finance Committee at the Union League Club, on Friday, August 4, plans for the work of the Alliance were discussed with a view to the financial requirements for carrying through the campaign.

A proposed plan was tentatively approved whereby an effort will be made to raise for the work of the Alliance two funds of twenty-five thousand dollars each, the first to be used for the general expenses of organization in the State and various counties, and the second to be known and used as the publicity fund to meet the expenses of an advertising campaign to be conducted in the daily papers of the State. A contribution of twenty-five hundred dollars from one of the members of the Finance Committee to the general fund was reported. It was further reported that a four-column advertisement had been authorized in the leading dailies outside of New York City for which purpose twenty-five hundred dollars had been advanced to the publicity fund by one of the members of the General Committee.

The Chairman of the committee was authorized to take up with the Chairman and President of the National Hughes Alliance plans for proper co-operation in financial solicitation.

Inasmuch as you were not present at the meeting, I should much appreciate it if you would advise me as to whether or not the tentative plan meets with your approval. It is suggested that until financial plans have been definitely formulated the members of our committee who intended to contribute to the work of the Alliance arrange to do so at this time, as its present financial needs are urgent and important work is being delayed which in the nature of things must go forward early.

Yours very truly,

Chairman.

#### FORM I

*The Hughes Alliance in the State of New York*

LETTER TO VICE-PRESIDENTS

Dear Sir:

August 9, 1916.

As a Vice-President of the Hughes Alliance in the State of New York, we beg to inform you that a meet-

ing of the Finance Committee was held on Friday, August 4.

It has been tentatively decided that an effort should be made by the Alliance to raise the sum of fifty thousand dollars in two funds; a general fund to meet the expenses of organization in the State and various counties, the second fund to be known as a Publicity Fund for an active advertising campaign under the advice of competent experts. As you already know the Alliance has a most important function to perform in this pivotal state. Its activities will be directed particularly to enlisting the support for Mr. Hughes of voters not now definitely aligned with either of the older parties.

Considerable sums are being raised on behalf of the Democratic candidate for this kind of an appeal, and it is essential that Mr. Hughes shall have similar support and help. It is furthermore important that the organization work of the Alliance go forward immediately so as to be prepared for the active campaign of September and October. A contribution of twenty-five hundred dollars to the General Fund has been received from one of the members of the Finance Committee, and a similar amount has been advanced by a member of the General Committee to the Publicity Fund to prevent delay in its plans.

In order that the work of the Alliance shall not be delayed at this important formative period pending the complete formation of plans by the Finance Committee, it will be of great help and much value if you care to make your contribution to either or both funds at this time. Checks may be drawn to the order of either the Treasurer or Assistant Treasurer and forwarded to the office of this committee as given above.

Your very truly,

Chairman.

FORM J (a)

*(Respectfully submitted for your consideration—not for publication.)*

PROPOSED PLAN FOR COUNTY ORGANIZATION  
of the Hughes Alliance in the State of New York  
State Headquarters, Twelfth Floor, 511 Fifth Avenue,  
New York City.

From the enrolled members of the State Organization in the county a person or persons to be selected to call a preliminary conference of the enrolled members and other representative citizens of all parties for the purpose of electing a temporary organization.

Such meeting to be held preferably at some club or

non-political meeting place. The purpose of the Alliance to be fully explained as set forth in the report of the organization meeting of the State Alliance, a copy of which is enclosed.

The County Chairman of the Republican and Progressive Party or some one selected by them to be present at such meeting.

The meeting to elect a temporary chairman, preferably a man not actively concerned in politics, and of high standing in the community regardless of his party affiliations.

There should be selected at the meeting an Acting Secretary who should be one who is able to give some time to the work of the Alliance.

The temporary Chairman to be authorized to appoint an ORGANIZATION COMMITTEE, the chairman of which should be selected with great care. The duties of such committee to be as follows:

First. To enroll new members of the GENERAL COMMITTEE to the number of 50 or more, selected from all parties. All persons who enroll before the first meeting may be added to the GENERAL COMMITTEE.

Second. To nominate permanent officers, and recommend to the permanent Chairman members of the Executive Committee.

Third. To report a proposed constitution and by-laws, which should follow the constitution of the State organization, a copy of which is enclosed.

The ORGANIZATION COMMITTEE to be asked to complete its work, not later than the first week in September, when a meeting of the GENERAL COMMITTEE should be called at which the constitution and by-laws are to be adopted, permanent officers selected in accordance with the constitution and a Permanent Executive, Finance and Publicity Committee appointed.

After organization we recommend to the Hughes Alliance in the particular county the following activities:

First. A personal solicitation of the enrolled Progressive, Democratic and Independent voters with a view to signing the enrollment cards, which should be sent by the Committee Secretary to the State organization headquarters, but a record thereof kept by the County organization. The State headquarters will forward all enrolled names received by it directly through advertising or circulation.

Second. From time to time the members of the County Alliance to distribute personally to specific groups,

particular kinds of literature appealing to the particular group, which will be prepared by the State Alliance and forwarded to the Secretary of the County Alliance.

Third. A Finance Committee of the County Hughes Alliance to be appointed by the Permanent Chairman, after consultation with the Treasurer of the Republican County Committee, to solicit funds from those who are not already contributing to the Republican organization for use in work in the County, including newspaper advertising of matter which will be furnished by the State organization upon request.

Fourth. A Publicity Committee should be appointed by the Permanent Chairman to see that the activities of the Alliance are given full publicity, and organize and conduct a letter writing campaign to the local papers.

From time to time other activities will develop but it is not expected that the County Hughes Alliance will conduct meetings except with the approval of the Republican County Chairman or maintain headquarters except for the purpose of holding meetings of the various committees and for the work of enrollment.

The following method for organizing the county work is suggested:

1. That the Executive Committee divide the county into sections, most convenient for the distribution of work. It is not planned except in unusual cases to organize the County by Congress, Senate, Assembly, or election districts but to depend upon the personal efforts of the members of the Alliance in making the canvass by distribution of the work among themselves at the direction of the Chairman without attempting a County organization along the lines followed by political parties.

2. That a Captain should be appointed in each section, who will cover the Progressive and Democratic enrollment for his section, and apportion the names along his Section Workers. Each Section Worker to be responsible for the voters on his list throughout the campaign, first soliciting them to join the Alliance and later distributing by personal call, special literature which will be forwarded from State Headquarters to the County Secretary.

3. That the Executive Committee should meet at least twice monthly and require regular reports from the Captains. The Secretary is respectfully requested to report weekly to State Headquarters forwarding the enrollment cards received for the week, upon receipt of which badges will be sent to the new members.

## FORM J (b)

### HUGHES ALLIANCE OF ILLINOIS

State Headquarters: 509-10 Chicago Savings Bank Building, 7 West Madison Street, Chicago

WEEKLY BULLETIN, August 12, 1916.

I am very glad to be able to report that splendid progress has been made by Field Secretaries Dr. C. M. Service and Mr. M. S. McMullen in organization in the State of Illinois.

#### Springfield Branch

The work started with the organization of the Springfield Branch in July, and the following officers were named:

President, James W. Jefferson.

Vice-Presidents, R. C. Lanphier, J. H. Holbrook.

Secretary, Ben B. Boynton, 512½ E. Monroe St.

The majority of the Committee were appointed and a complete organization is now being perfected.

#### Peoria Branch

The Branch was organized under the direction of Dr. C. M. Service, with the election of the following officers:

Chairman, T. A. Grier.

Secretary, Shelton McGrath, 803 Jefferson Building.

#### Monmouth Branch

Under the direction of Dr. C. M. Service, the Monmouth Branch has been organized, with the following officers:

Chairman, J. B. Brown.

Vice-Chairman, W. C. Tubbs.

Secretary, M. G. Soule, Patton Block.

#### Pekin Branch

The Branch was organized under the direction of Dr. C. M. Service, and the following officers were elected:

Chairman, Charles Schaefer.

Secretary, Frank J. Wilkins, Arcade Building.

#### Lincoln Branch

Dr. C. M. Service organized the Lincoln Branch, and the following officers were elected:

Chairman George D. Corwine.

Secretary, Charles R. Collier, Court House.

#### Jacksonville Branch

Under the direction of Mr. M. S. McMullen, the Jacksonville Branch was organized, and the following officers elected:

President, Thomas Worthington.

Vice-President, Dr. W. O. Wait.

Secretary, H. C. Clement, Ayers Natl. Bank Bldg.

#### *Galesburg Branch*

Organized under the direction of Dr. C. M. Service, and the following officers elected:  
Chairman, H. N. Bloomquist.  
Secretary, Fred Schall, Court House.

#### *Decatur Branch*

Mr. M. S. McMullen organized the Decatur Branch, and the following officers were elected:  
President, C. M. Hurst.  
Vice-President, Dr. J. T. McDavid.  
Secretary, John W. Evans, 617 Millikin Building.

#### *Bloomington Branch*

Dr. C. M. Service organized the Bloomington Branch, and the following officers were elected:  
Chairman, Egbert B. Hawk.  
Secretary, C. B. Hughes, Griesheim Building.

#### *Alton Branch*

This Branch was organized under the direction of Mr. M. S. McMullen, and the following officers were elected:  
President, Louis E. Walter.  
Vice-President, George E. Wilkinson.  
Secretary, R. D. Watson, 205 Piasa Building.

The itinerary of Field Secretary M. S. McMullen for the balance of August, is as follows:

Cairo, August 10-11.	Danville, August 18.
Mt. Vernon, August 12.	Kankakee, August 19.
Centralia, August 14.	Streator, August 21.
Mattoon, August 15.	LaSalle, August 22.
Champaign } August 16-17.	Ottawa, August 24.
Urbana }	Joliet, August 25.

The itinerary of Dr. C. M. Service, Field Secretary, for the balance of August, is as follows:

Kewanee, August 11.	Elgin, August 21.
Rock Island } August 12-14.	Aurora, August 22.
Moline }	Blue Island, August 23.
Freeport, August 15-16.	Chicago Heights, Aug. 24.
Rockford, August 17-18.	Waukegan, August 25.
DeKalb, August 19.	

#### *Co-operation Between Branches*

It is suggested that if any of the officers of the various branches happen to visit one of the above cities, that they drop in to see the Secretary of the local branch and compare notes as to the method of organizing in other branches.

#### *Campaign Literature*

Two special pamphlets will be issued next week at State Headquarters and local secretaries are asked to designate by return mail the number that will be needed

in their respective branches. The pamphlets are as follows:

1. A re-print of the letter of Mr. Raymond Robins, indorsing the candidacy of Mr. Hughes.

2. A statement showing the position and activity of Mr. Hughes, when Governor of New York, on labor legislation and labor matters.

It is particularly desired that this last mentioned pamphlet should be distributed as widely as possible wherever information concerning Governor Hughes's attitude on labor will be to advantage.

#### *National Hughes Alliance Organization*

Governor William Cameron Forbes, President of the National Hughes Alliance, has announced the following officers:

Philip J. McCook, President New York Hughes Alliance, Vice-President.

A. W. Shaw, Treasurer.

Arthur F. Cosby, Secretary.

W. J. Norton, Secretary Hughes Alliance of Illinois, Assistant Secretary.

Mr. Forbes has sent a letter to the National Committeeman in each State, explaining the purpose of the Alliance, and asking for complete co-operation in the work of the Alliance. His letter was accompanied by a letter from Chairman Willcox, which is as follows:

"I am enclosing herewith a letter signed by William Cameron Forbes, President of the National Hughes Alliance, which selection has been approved by Governor Hughes.

"The letter of Governor Forbes sets forth the objects of the Alliance and the circumstances which attended its formation. The National Committee is desirous that the Alliance be made as effective a force as possible in each State to accomplish success in the election.

"I request you to give the matter your cordial co-operation and support, and hope that it will afford a means to enlist the support of Democrats dissatisfied with President Wilson's conduct in national affairs, and Progressives and Independents who cannot be effectively reached by the regular Republican organization.

"Very truly yours,

(Signed) "W. R. Willcox."

The Hughes Alliance is now being organized in most of the important States, and progress is reported in such States as Massachusetts, New York, Pennsylvania, New Jersey, Maryland, Ohio, Indiana, Illinois and California.

### *Our Weekly Letter*

We propose to issue this weekly letter to members of the State and branch committees for their information, and particularly for the information of the Secretaries of the local branches. Suggestion and criticism is cordially invited.

Yours very truly,

WILLIAM J. NORTON,  
*Secretary Hughes Alliance of Illinois.*

### FORM J (c)

#### HUGHES ALLIANCE OF ILLINOIS

*State Headquarters:* 509-10 Chicago Savings Bank  
Building, 7 West Madison Street, Chicago  
Ralph C. Otis, President.

#### WEEKLY BULLETIN, August 19, 1916.

Our Field Secretaries have continued the progress reported last week, and the following additional organizations have been completed:

##### *Cairo Branch*

Organized by M. S. McMullen.  
President, Geo. B. Baker.  
Vice-President, C. S. Britton.  
Secretary, Fred L. Taylor, Gilbert Block.

##### *Canton Branch*

Organized by Dr. C. M. Service.  
President, J. M. Snyder.  
Secretary, L. A. Lincoln, 30½ E. Elm St.

##### *Kewanee Branch*

Organized by Dr. C. M. Service.  
President, B. F. Baker.  
Secretary, Leo H. Lowe, Star-Courier Bldg.

##### *Moline Branch*

Organized by Dr. C. M. Service.  
President, W. E. Taylor.  
Secretary, Sol Hirsch, 427 Fifteenth St.

##### *Rock Island Branch*

Organized by Dr. C. M. Service.  
President, Bernard D. Connelly.  
Secretary, Jas. Murphy, 937 Twentieth St.

##### *Aurora Branch*

Organized by Dr. C. M. Service.  
President, \_\_\_\_\_  
Secretary, Geo. Stephens, 50 Lincoln Way.

##### *Mt. Vernon Branch*

A strong committee has been appointed at Mt. Vernon, a meeting held, but the report of officers elected has not been received to date.

Committees have been partially organized in the following branches, but final committees and officers have not been reported:

Quincy  
Granite City  
East St. Louis

Belleville  
Centralia  
Mattoon

The itinerary of the Field Secretaries for the balance of the month is as follows:

Field Secretary M. S. McMullen:

Danville, August 18	LaSalle, August 22.
Kankakee, August 19	Ottawa, August 24.
Streator, August 21.	Joliet, August 25.

Field Secretary Dr. C. M. Service.

Elgin, August 21.	Chicago Heights, Aug. 24.
Aurora, August 22.	Waukegan, August 25.
Blue Island, August 23.	

#### *Campaign Literature*

Copies of the two special pamphlets issued last week have been sent to the committees and to all Branch Secretaries. A liberal supply of these pamphlets have been printed, and we are in position to furnish as many additional copies as may be needed in the Alliance work.

This week we will issue a pamphlet, entitled, "Why I am Supporting Mr. Hughes," written by Mr. Everett Colby, of New Jersey, member of the National Republican Campaign Committee. This is an important document and in it is reprinted Governor Hughes's famous memorandum on the "Two-Cent Fare Bill" and his memorandum vetoing the "Federal Income Tax Bill," although he was in favor of a proper income tax.

Copies will be sent to the members of the committee and additional copies will be available for distribution.

#### *Women's Committee*

The second meeting of the Women's Committee of the Hughes Alliance of Illinois authorized the appointment of an Executive Committee of fifteen, and elected Miss Harriet Vittum, Vice-President of the National Committee, as Chairman of the Illinois Committee.

Letters have been sent out to several hundred women throughout the State asking for lists of names to whom literature may be sent, and who will sign cards expressing their interest in the Hughes campaign, and promising their assistance. Encouraging letters are being received daily from women, both from Chicago and down-State, asking for information and a place to serve.

Branch Secretaries and officers of the Hughes Alliance of Illinois are urged to refer to the Woman's Commit-



tee, at their State Headquarters, 609-10, No. 7 West Madison Street, all women who would be willing to work for Mr. Hughes's candidacy.

#### *Financial Organization*

We think it wise at this time to explain how the finances of the Hughes Alliance of Illinois will be taken care of. Both the National Hughes Alliance and the Hughes Alliance of Illinois will finance themselves independently, and we have temporarily underwritten \$5,000 for the preliminary organization expense. It is expected, however, that about \$25,000 will be needed in the State of Illinois to cover our share in the necessary campaign work.

Under the direction of Mr. A. W. Shaw, Editor of "System," who is Treasurer of the National Hughes Alliance, a local Finance Committee has been appointed and important contributions have already been made, which already assures a portion of the necessary fund. In September an opportunity will be given to all members of the Hughes Alliance to contribute to this fund, as they may be able to, and it is expected that not only will Illinois be able to finance itself, but it will be in a position to help some of the other States who may need assistance.

#### *The National Advertising*

The National Hughes Alliance, before the end of the month, will begin a series of important national advertisements for both enrollment and for contributions, in all of the influential opinion-making magazines. This will largely increase the scope of importance of the Illinois work.

#### *Illinois Advertising*

The Hughes Alliance of Illinois plans to distribute plate matter to the newspapers throughout the State, and to advertise not only in the Chicago dailies, but in important Republican and Independent local papers throughout the State, and as our fund for such advertising is limited, the Secretaries of the local branches are invited to send suggestions as to the best mediums in their locality.

The officers of the Hughes Alliance of Illinois at this time are doing an efficient work which has been evident, in the organization of the city branches throughout the State.

Yours very truly,

WILLIAM J. NORTON,  
Secretary, Hughes Alliance of Illinois.

#### FORM J (d)

#### HUGHES ALLIANCE OF ILLINOIS

STATE Headquarters: 509-10 Chicago Savings Bank Building, 7 West Madison Street, Chicago  
RALPH C. OTIS, President

#### WEEKLY BULLETIN—August 26, 1916

We give below a summary of the City Branch organizations throughout the State, with the Secretary or other officer in charge:

Alton: R. D. Watson, Secretary, 205 Piasa Bldg.  
Aurora: Geo. Stephens, Secretary, 50 Lincoln Way.  
Belleville: Wm. U. Halbert, West Block.  
Bloomington: C. B. Hughes, Secretary, Greisheim Bldg.  
Cairo: Fred L. Taylor, Secretary, Gilbert Block.  
Canton: L. A. Lincoln, Secretary, 30½ E. Elm St.  
Centralia: A. D. Rodenberg, Old National Bank Bldg.  
Champaign: E. S. Swigart.  
Danville: Walter Gunn, Temple Bldg.  
Decatur: John W. Evans, Secretary, 617 Millikin Bldg.  
DeKalb: F. H. Parks, Secretary, First National Bank.  
East St. Louis: E. E. Miller, Broadway and Main Sts.  
Freeport: Chas. B. Courtney, Secretary, 308 Old Colony Building.  
Granite City: John B. Judd.  
Galesburg: Fred Schall, Secretary, Court House.  
Jacksonville: H. C. Clement, Secretary, Ayers National Bank Building.  
Kewanee: Leo H. Lowe, Secretary, Star-Courier Bldg.  
LaSalle: Dr. H. M. Orr.  
Lincoln: Charles R. Collier, Secretary.  
Mattoon: Frank A. Heermans, Secretary, City Building.  
Moline: Sol Hirsch, Secretary, 427 Fifteenth Street.  
Monmouth: M. G. Soule, Secretary, Patton Block.  
Mt. Vernon: A. C. Millsbaugh.  
Ottawa: C. E. Hook, First National Bank.  
Pekin: Frank J. Wilkins, Secretary, Arcade Bldg.  
Peoria: Shelton McGrath, Secretary, 803 Jefferson Bldg.  
Rockford: E. D. Reynolds, Secretary, 329 E. State St.  
Rock Island: James F. Murphy, Secretary, 937 20th St.  
Springfield: Ben B. Boynton, Secretary, 512½ E. Monroe.  
Streator: Thos. A. Pettigrew, 512 E. Main St.

In addition to the cities over 8,000, the following smaller cities are organizing Branches:

Bridgeport: F. J. Campbell  
Flora: J. L. Boyles.  
Greenfield: Carson T. Metcalf.

#### *Work of the Field Secretaries*

A slight change has been made in the work of the Field Secretaries, Dr. C. M. Service being recalled to

Chicago on August 23, to organize suburban town branches. This work has proceeded rapidly, and already branches are being organized in Highland Park, Winnetka, Wilmette, and by September 1 this work will be completed.

Mr. McMullen will reach Elgin, Blue Island, Chicago Heights and Waukegan next week, and early in September will start a second state-wide trip, spending a day with each branch that has been organized.

#### *Chicago Ward Organization*

After the completion of the organization of suburban town branches, Dr. Service will devote his attention to the organization of a Committee of 25 in each ward in the City of Chicago, and beginning with Monday, September 18, a regular Weekly Luncheon will be held at one of the down town hotels, to which all workers in Chicago and throughout the State will be invited to attend.

Each Luncheon will be addressed by Hughes' speakers of prominence.

Full announcement of these plans will be given in next week's Bulletin, and the officers and members of the Committee of the City Branches, if they happen to be in Chicago are invited to attend these Luncheons.

#### *Literature*

During the week copies of Mr. Everett Colby's Pamphlet have been sent to the Secretary of each Branch, and a copy is inclosed to all Committeemen with this Bulletin.

#### *The National Organization*

We are inclosing a copy of the National Hughes Alliance Circular, and call particular attention to the letter of Governor Hughes to President W. Cameron Forbes, in which he indorses the special work of the Hughes Alliance.

During the week, reports have been received as to the State organization work in Massachusetts, Maryland, Kentucky, New Jersey, Colorado, Kansas, Pennsylvania, Oregon, California, Indiana, Minnesota, Missouri and Wyoming.

#### *New Book on Charles E. Hughes*

William L. Ransom, Justice of the City Court of New York has just issued a new book under the title "Charles E. Hughes, the Statesman, as shown in the Opinions of the Jurist." This book was published by E. P. Dutton & Co.—Price \$1.50 net, and contains much information which should be of value to those making speeches during the campaign.

Yours very truly,

WILLIAM J. NORTON,  
Secretary.

#### FORM K

##### HUGHES ALLIANCE

In the State of New York

511 Fifth Avenue, New York City

I hereby enroll as a member of the HUGHES ALLIANCE. I pledge myself to work and vote for the election of CHARLES E. HUGHES.

Signed .....

Address .....

Occupation .....

#### FORM L

August 3rd, 1916.

Dear Sir:

The Hughes Alliance in the State of New York is now permanently organized and actively at work in behalf of the candidacy of Charles E. Hughes for President. We enclose a report of the organization meeting from which the purpose and personnel of the Alliance will more fully appear.

We face a great national crisis, perhaps the greatest since 1861. You may not question the good intentions of President Wilson, but every American feels the need of a resolute man at the helm. We ask you to join the Hughes Alliance and help put a man of firm purpose at the head of the Government for the next four years, because that seems to be the most important thing that can possibly come into our lives at the present time.

To belong to the Hughes Alliance, you do not change from the party you now belong to; you simply unite with men of all parties to work for the election of Mr. Hughes.

We cordially invite you to enroll as a member of the Alliance. There are no dues; there are no platform pledges; there is only one obligation which is that stated on the enclosed enrollment card. We ask you to sign this card, and return it to us.

Yours most respectfully,

Secretary.

#### FORM M

##### HUGHES ALLIANCE

IN THE STATE OF NEW YORK

Dear Sir:

The Hughes Alliance asks you to enroll and take part in this great campaign on which so much depends for the future of our country.

We are not a political party; we have no partisan ends to serve; we are interested in no political party or the niceties of difference in the language of their platforms.

Our work will have ended on Election Day, but until that time we are, as citizens from all parties, enlisted in the cause of electing Charles E. Hughes, because it is our belief that it is the paramount duty of our patriotism.

The Democratic Administration has failed in the hour of great opportunity and need, and we believe should not be trusted with the destiny of America in this, the most critical period of our history since the Civil War.

Are you satisfied that in Mexico we have acted as a great nation should?

Are you satisfied that in the great international problems of the past two years we have lost nothing from our prestige and honor as a world power?

Are you satisfied with the empty disavowals which the Administration has obtained for American lives lost in Mexico and on the high seas?

Are you satisfied that our flag flies as proudly as once it did when it meant protection to American citizens?

Are you satisfied with a Chief Executive who is "Too Proud to Fight" and yet unable "either to make war or to keep peace"?

Are you satisfied to pat the bulging pocket of war prosperity and shut your eyes to what must follow in the wake of this great war, with the present pork-frying policies of sectionalism to guide us through economic problems such as the world has never known?

Are you satisfied that the conduct of our affairs in foreign lands shall be the source of political booty and patronage?

Are you satisfied that the policies of the last four years will, if continued in the next four, make us either prosperous or safe?

Are you satisfied with a policy of preparedness which, in the hour of need, waits until political expediency forces it into insincere and weak-kneed legislation?

You are not—no red-blooded American can be—and if you are not, is peace at this price sufficient to hold your vote, wherein rests the power to change it all? Is a false prosperity so dear that you will risk all for it? Is your conscience as a citizen to be stilled with the lullaby, "We have kept out of war"?

We believe in the election of Charles E. Hughes if for no other reason than that the present administration must not be returned to power.

But beyond this and above it is the strength and firmness, the true thinking and uncompromising nature and proven forcefulness of Charles E. Hughes.

His public career is the best guarantee of the kind of Chief Executive he will make. Unbending to political bossism, unyielding to personal ambition, heedless of the political usefulness of patronage, Charles E. Hughes has proved in high places his power and wisdom as a leader in the affairs of government. We are not concerned in idle speculation about what he would have done, but what he will do. The crises of the present Administration are those of its own making.

The measure of the candidates is not word value—but MAN VALUE.

We believe in the firmness and wisdom, the judgment of Charles E. Hughes and the men whom he will gather round him by the national force of his own great character and ability, and to him, we believe, it is the patriotic duty of all citizens, regardless of party, to trust our national welfare during the next four years.

Join with us and do your part toward the single end set forth on the enclosed enrollment card.

(Here follows lists of officers and committeemen and proposed constitution.)

Enrollment cards should be mailed to—

HUGHES ALLIANCE IN THE STATE OF NEW YORK  
Twelfth Floor, 511 Fifth Avenue, New York City.

Checks should be drawn to the order of the Treasurer or Assistant Treasurer.

#### FORM N

(Cut of Governor Hughes Representing the Rock of Gibraltar)

"Firm as Gibraltar"

LET'S HAVE A MAN OF BACKBONE AS OUR CHIEF EXECUTIVE.

You may be a Democrat.

You may be a Progressive.

You may be a Prohibitionist or Socialist.

You may be a Republican.

But whatever you are, however you may have voted in the past or however you may vote in the future—

Right now you face a great national crisis—perhaps the greatest crisis since 1861.

You may not question the honesty of President Wilson; but every American with a backbone in his anatomy feels the need of a resolute hand at the helm.

Join the Hughes Alliance, and put a man of firm purpose at the head of the United States for four years. The Hughes Alliance has no party; it will recognize and aid no faction, it is simply an auxiliary organized to help put a real executive in the President's chair because that seems to be the most important thing which can possibly come into our lives at the present time.

To belong to the Hughes Alliance you do not change from the party you now belong to. You simply unite with all Americans of backbone to put an American of backbone in the Chief Executive's chair.

There are no dues; there are no platform pledges; there is only one obligation in joining the Hughes Alliance, that is to send in your name with an agreement to write yourself—to vote and work for the election of Charles E. Hughes.

#### Names of Officers

HUGHES ALLIANCE  
Temporary Headquarters  
Hotel Astor, N. Y. City.  
I hereby enroll as a member of The Hughes Alliance. I pledge myself to work and vote for the election of Charles E. Hughes.

Post Office \_\_\_\_\_

HUGHES ALLIANCE  
Temporary Headquarters  
Hotel Astor,  
New York City.  
I enclose herewith a contribution to the work of the Hughes Alliance.  
Amount.....  
.....  
Post Office.....  
Please draw Checks to the order of Ernest Crawford, Treasurer, or J. Adams Brown, Assistant Treasurer.

#### FORM O

(Cut of Gov. Hughes)

#### GIVE US A GREAT PRESIDENT FOR A GREAT CRISIS

These are days that demand true greatness at Washington. And for the critical days that are to come after the war, we shall more than ever have need of a great executive.

Charles E. Hughes is the man.

His record as a great Governor of New York State prove it.

This is his record in brief:

When the gas investigation began in New York City, Hughes, unknown to the public and unheard of in politics, was the one great lawyer whose freedom from corporation entanglements made it possible for him to perform brilliant service for the people.

In the insurance investigation, by sheer intellectual power he mastered intricate technicalities, fought his way through the confusing defenses of experts and al-

most single-handed brought the gigantic insurance companies to justice and reform.

Public admiration of his fearlessness as an investigator brought him the Republican nomination for Mayor of New York, which he instantly waved aside because it might impair his uncompleted insurance work.

Elected Governor, he put new life into every branch of government, and brought into office a great group of the strongest and most expert administrators that had ever served the State.

When he dared to attack race-track gambling, he risked his whole political future in an enterprise which his political advisers told him was hopeless. He won. Race-track gambling was suppressed. He was re-elected.

He battled with the bosses for direct primaries, ballot reform and the short ballot.

He devised and created the great public service commissions which took the railroads out of politics and drove the "Black Horse Cavalry" out of Albany. His idea of public service control has since been followed by many other States.

He advocated and helped to bring about the enactment of a Workmen's Compensation Law, the first of its type in the Union.

This law has been the basis for subsequent legislation in New York and other States.

He did not fear popular clamor. His veto of the unsound but popular 2c-a-mile railroad rate bill shows that.

Finally, he never made a deal. He never traded appointments for measures. He appointed men to office for merit only. He never removed a man from office for political or personal reasons. Had he stooped even occasionally to the use of patronage to reward friends and to punish enemies, his victories would have been quick and easy—but he never stooped. He could have easily undermined the power of his political arch-enemy by a single threat to the unprotected State Capitol employees, yet every workman who did his duty remained secure in his job. He never appointed a "deserving Republican," in Bryan's sense of the word. Politicians of both parties sneered, fought, called him "cold," "impractical" and "theorist," and succumbed to him.

Here was a new type of man. They did not understand him. Apparently the people did, for they trusted him.

Thus did the magic name of Hughes become a name to conjure with in New York State politics for years

thereafter. To say a man was a "Hughes man" has had a special meaning in New York State; to say that a measure was favored by Hughes has given it at once a standing that nothing else could. Democrats, Progressives and Republicans have used the name of Hughes to win support for men and measures.

To-day, Hughes is saying:

"I propose that every man I put in charge of an important department shall be a man eminently fit to discharge the duties of that department."

"I don't care, if I'm elected President what becomes of my personal political fortunes."

This is the same Hughes who made his performances tally with his promises when he was Governor of New York State. Can there be any doubt that he will do likewise when he becomes President of the United States?

#### ENROLL IN THE NATIONAL HUGHES ALLIANCE!

It is a union of men of all parties. The Hughes Alliance is not the Republican party; it is not a party at all. Whatever your political creed, you can join the Alliance without cutting loose from your own party.

There are no dues; no pledge to support any party platform or any candidate except Hughes.

After you enroll, we will send you literature with which you can convince your friends.

Women may enroll with the Women's Committee through the National Alliance.

If you are willing to contribute to the support of the Alliance campaign, make your checks payable to A. W. Shaw, Treasurer.

W. CAMERON FORBES, President.

PHILIP J. MCCOOK, Vice-President.

A. W. SHAW, Treasurer.

JOHN H. ISELIN, Assistant Treasurer.

ARTHUR F. COSEY, Secretary.

WILLIAM J. NORTON, Assistant Secretary.

#### NATIONAL HUGHES ALLIANCE

Fill in and send this Enrollment Coupon

To the Secretary of the NATIONAL HUGHES ALLIANCE,  
511 Fifth Avenue, New York.

I hereby enroll as a member of the Hughes Alliance.  
I pledge myself to work and vote for the election of  
Charles E. Hughes.

Name .....

P. O. Address .....

#### FORM P

W. Cameron Forbes,  
President National Hughes Alliance,  
511 Fifth Avenue, New York City.

Dear Sir:

We report up to (date), 1916, the formation of (number of) branches of the (name of State) Hughes Alliance, with headquarters in the following places (names of places), (addresses of headquarters).

We further report to the same date that we have received from our State ..... enrollments.

Yours very truly,



McConnell Press, Inc.  
52-58 Duane St.  
New York

21713

**END OF  
TITLE**